

**Joint Meeting of the Center Board Chairs (CBC) and the
Center Directors Committee (CDC)
of the Consultative Group on
International Agricultural Research**

May 6-7, 2004

**ICARDA
Aleppo, Syria**

*Summary Record
of
Proceedings*

Table of Contents

| | |
|--|----|
| Table of Contents | 2 |
| Attendance | 3 |
| Executive Summary | 5 |
| Agenda Item 1. Opening Remarks and Approval of Past Minutes and Agenda..... | 11 |
| Agenda Item 2. Center Staff Compensation Study..... | 11 |
| Agenda Item 3. Working Group on Performance Measurement. | 12 |
| Agenda Item 4. Working Group on Challenge Programs..... | 14 |
| Agenda Item 5. Global Open Agriculture and Food University (GO-AFU)..... | 15 |
| Agenda Item 6. System Office and Future Harvest Alliance Office (SO/FHAO)..... | 16 |
| Agenda Item 7. Update on the Task Forces for Programmatic Alignment | 17 |
| (TF-1) and Organizational and Structural Alignment (TF-2)..... | 17 |
| Agenda Item 8. Joint Meeting with Per Pinstrup-Andersen, Science Council Chair. | 20 |
| Agenda Item 9. Gender and Diversity External Review. | 21 |
| Agenda Item 10. International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA)..... | 26 |
| Agenda Item 11. CBC Board Orientation..... | 28 |
| Agenda Item 12. CGIAR Charter..... | 29 |
| Agenda Item 13. Preparation for ExCo VI. | 30 |
| Agenda Item 14. Other Business and Future Meetings. | 31 |

Attendance

| | |
|--------------------------------------|--|
| <i>CIAT</i> | Jim Jones, Board Chair Joachim Voss, Director General |
| <i>CIFOR</i> | Don Koo Lee, Vice-Board Chair David Kaimowitz, Director General |
| <i>CIMMYT</i> | Alex McCalla, Board Chair Masa Iwanaga, Director General |
| <i>CIP</i> | Jim Godfrey, Board Chair Hubert Zandstra, Director General |
| <i>ICARDA</i> | Margaret Catley-Carlson, Board Chair Adel El-Beltagy, Director General |
| <i>ICRISAT</i> | Uzo Mokwunye, Board Chair and <i>CBC Chair</i> William Dar, Director General |
| <i>IFPRI</i> | Joachim von Braun, Director General |
| <i>IITA</i> | Joy Kwesiga, Vice-Board Chair |
| <i>ILRI</i> | John Vercoe, Board Chair Carlos Seré, Director General |
| <i>IPGRI</i> | Benchaphun Shinawatra Ekasingh, Board Chair |
| <i>IRRI</i> | Keijiro Otsuka, Board Chair Ronald Cantrell, Director General |
| <i>IWMI</i> | Remo Gautschi, Board Chair Frank Rijsberman, Director General |
| <i>Africa Rice Center WARDA</i> | Richard Musangi, Board Chair Kanayo Nwanze, Director General, <i>CDC Chair</i> |
| <i>World Agroforestry Center</i> | Eugene Terry, Board Chair Dennis Garrity, Director General |
| <i>WorldFish Center</i> | Robert Kearney, Board Chair Stephen Hall, Director General |
| <i>FHAO</i> | Meryl Williams, Executive Officer Kerri Wright Platais, Executive Secretary, CDC |

*CBC Executive
Secretary*

M. Caryl Jones-Swahn

Special Guests

Per Pinstrup-Andersen, Science Council Chair

Ian Johnson, CGIAR Chairman

Francisco Reifschneider, CGIAR Director

Teresa Fogelberg, G&D External Review (Chair)

Vicki Wilde, G&D Program Leader

Cary Fowler, IPGRI

Executive Summary

The Committee of the Board Chairs (CBC) and the Center Director's Committee (CDC) met at ICARDA for a full-day meeting, held between May 6 and 7, 2004. They shared a joint agenda that covered a variety of areas of current interest and importance to the Future Harvest Centers supported by the CGIAR. The following provides a brief summary of the highlights from the meeting, including the agreed upon next steps:

With respect to several studies currently underway within the System, the Committees focused their attention on the preliminary findings of Phase I of the *Center Staff Compensation Study*, and how the Centers would continue to participate and respond. Bob Kearney and Kanayo Nwanze (CDC Chair) had attended a recent meeting of the Advisory Group on behalf of the Committees and reported that, given comparator data from other organizations was not yet available, it would be appropriate to keep the information internal at this time. Once Phase II and the comparator organization information were made available, the CBC would then decide on disclosure, the level of detail to be disclosed and how to work towards common compensation policies.

Next Steps.

- Bob Kearney and Kanayo Nwanze, as members of the Advisory Group overseeing the Compensation Study, would continue to keep the CBC and CDC informed.
- The Committees would look forward to receiving information from Phase II of the study (comparator organization information). When available, the CBC would move forward towards developing common policies across Centers.

The *Working Group on Performance Measurement (WGPM)* held its most recent meeting in Washington, D.C. in April. Jim Jones and Frank Rijsberman attended on the part of WGPM members Mort Neufville and Adel El-Beltagy, who were unable to participate.

Jim Jones distributed the second draft of *A Plan for Designing, Developing, and Implementing a Performance Measurement System for the CGIAR* (dated April 27, 2004). He highlighted the information found in the document with regard to Performance Measurement in the System in the context of integrated planning in the CGIAR and the proposed plan for implementation.

The meeting in Washington D.C. focused on evaluation. This was critical as the equal weight across all indicators as part of the World Bank exercise this past year was not deemed acceptable by the CBC and CDC. Per Pinstруп-Andersen was also present at the meeting and suggested that the valuation should be based on the setting of milestones against certain indicators, which would allow each Center to develop their individual milestones and indicators.

The CDC/CBC meeting stressed that the performance measurement system should be designed within the context of an impact assessment culture for the Centers. The performance

measure system should also engage the whole donor group so that parallel systems were not constructed.

The CDC Chair emphasized that a performance measurement system would now be put in place and it remained critical that the CBC and CDC continued to articulate their concerns within the working group. He said that the Science Council would also play a vital and welcomed role.

Next Steps.

- The CBC group (Mortimer Neufville, Keijiro Otsuka and Jim Jones), along with the designated CDC representative (Adel El-Beltagy) would continue to participate and interact with the Working Group on Performance Measurement and inform both committees as the process moved forward.
- Both the CBC and CDC would continue to work with the SC to ensure that the culture of impact assessment within the System and would include performance indicators, narratives, interpretation of numbers submitted for both inputs and outputs, and view the System in a holistic fashion, not only measuring the performance of the Centers but also partnerships, donors and other elements of the System.

A joint *Working Group on Challenge Programs* was formed following AGM03, but due to time constraints had not yet developed a ToR. The CBC Chair asked for and received endorsement from the group that Remo Gautschi serve as convener for the working group. The CBC Chair added that this was an important issue and would be in front of ExCo VI, and on the docket for AGM04. Therefore, he requested that the work be expedited, in order to contribute to the development of the Challenge Programs.

Remo Gautschi accepted and said that he would convene a meeting of the group while still in Aleppo and would propose a timeframe to keep the group informed via email correspondence. He requested the CBC Executive Secretary to circulate a report IWMI produced for the CBC, which highlighted their experiences to date on the first CP.

Next Steps.

- The CBC and CDC endorsed Remo Gautschi as the convener for the joint Working Group on Challenge Programs (other members include: Eugene Terry, Masa Iwanaga and Adel El-Beltagy).
- The working group would develop the ToR and propose a timeframe for their anticipated work and progress to be circulated to the Committees via email.

The *Global Open Agriculture and Food University (GO-AFU)* was introduced by Joachim von Braun, in follow-up to discussions held in Nairobi. He reminded the group that the CGIAR decided to focus on this topic as a means of addressing the major capacity constraints found when moving from research to action in all areas of the Centers' work.

He provided an overview of what had changed with the document which included:

- The proposal had been substantively revised and now focused on capacity strengthening of open universities and other delivery programs (focused on Master's level work in agriculture).
- The GO-AFU would not give degrees.
- A phased approach was proposed, in order to start small and grow out from existing partnership arrangements.

Joachim von Braun added that the CDC reviewed the program's progress and suggested the program move forward and formed a support group of five CDC members (Carlos Seré, Willie Dar, Joachim Voss, Adel El-Beltagy and Joachim von Braun) to interact with the expert group from the Centers who had steered the process thus far, and provide continued guidance as the program evolved.

- The CBC was in general agreement and support for the program. A question was raised as to what role was envisioned for traditional universities as well.
- There was strong support that the process remained demand driven. Other open universities existed, but did not focus on agriculture. Secondly, there would be an important role for participation from established universities from both the North and South.

Next Steps.

- The CDC Chair asked that the Committees be kept informed as the August workshop program was finalized and next steps for the GO-AFU unfolded.

Meryl Williams, in her newly appointed position as Executive Officer of the *Future Harvest Alliance Office*, reported to the group that CDC discussed the tasks of the EO the day prior. She hoped that her work would support not only the work of the CDC but also that of the CBC as well. An annual workplan for the unit would be approved during the October meetings, and would look to the 2005 workplan to lay the groundwork for a three- to four-year strategic planning exercise.

The day-to-day operations of the FHAO would be overseen by the CDC Chair, and the CDC would look to the EO to establish a constructive working relationship with the CGIAR Secretariat, the Science Council and the SC Secretariat (once up and running).

The CBC Chair said he could understand how part-time positions might not be considered sufficient in the future for the work load required, but welcomed Meryl Williams' return and the newly organized FHAO. He said that the CBC did discuss the type of help required, and was pleased to know this was taken into account by the EO. One topic mentioned was the need for additional help in the analysis of the performance indicators and data produced, and said that they welcomed further discussions, once priorities and workplans were established.

The CDC Chair thanked the CBC for their willingness and desire to see the work of the FHAO go forward, and said that the details would be worked through with the establishment and mobilization of the FHAO's workplan.

Via audioconference and personal interactions, the CBC and CDC met with the co-Chairs of the *Task Forces on Programmatic Alignment (TF-1) and Organization and Structural Alignment (TF-2)* and some members of their backstopping teams. It was noted by Committee members that although this study focused on Sub-Saharan Africa, the outcomes would have significant reverberations throughout the System. Per Pinstруп-Andersen, as Co-Chair for TF-1 was joined by the co-Chairs for TF-2, Moise Mensah and Hans-Jochen de Haas, for a discussion with the two Committees prior to launching their studies. They said it was their intent to produce a report that would be user friendly and useful for the CGIAR's partners in Africa.

The Task Force co-chairs stressed that the Task Forces would also look at the end users, to see how the small farmer or the rural worker was impacted, in order to know what effect the Centers could have on poverty reduction. The Task Force Chairs agreed that the process should be demand-driven and set priorities according to what was already in place.

The CBC and CDC also welcomed *Per Pinstруп-Andersen in his capacity as Chair of the new Science Council (SC)*. Per Pinstруп-Andersen said it was great to be back with this group and presented the Committees with an up-to-date reporting of the current logistics and make-up of the new Science Council. He said that he hoped to have identified and hired the Executive Director by the end of May or early June.

The SC Chair stressed his desire to create an inclusive approach to SC meetings and interactions with System partners. He said he wanted to speak openly with donors, CBC and CDC, but would work to maintain the independence of the SC. He reported that many of the SC meetings would be open, and encouraged others to participate. He said they would make every effort to earn the respect of the group, but realized they would not always make the most popular of decisions. He said the SC would develop a five-year work program that should be close to completion by AGM04.

The preliminary work program for the SC and its Secretariat (2004-2005) was included in the meeting binders. The SC Chair said that they would focus on three areas:

- Help the System develop coherent research priorities by focusing on a small number of critical problems that the CGIAR can help solve.
- Define and explore how to better integrate performance measurement.
- Formulate forward looking priorities, identifying the emerging issues within the research focus.

The CBC and CDC welcomed Teresa Fogelberg, panel Chair of the *External Review of the Gender and Diversity Program*, along with Vicki Wilde, Program Leader to listen to the highlights and next steps for the G&D Program, and make their decisions and recommendations for the way forward.

Next Steps.

- The CBC and CDC jointly agreed to fund the next four-year phase of the G&D Program, and requested that the G&D report back to the Committees at AGM04 with a strategic plan (including budgetary components) on how to proceed. The strategic plan should include outputs to be achieved and how to measure the program's performance and its' achievements.

An overview was presented to the Committees on progress made on the *International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA)*, with suggested steps discussed for the Center's response. Documents were distributed to the joint Committees prior to the meeting that stated the International Treaty on Plant Genetic Resources for Food and Agriculture would come into force on 29 June, 2004. The document entitled, *Benefit Sharing Provisions of Material Transfer Agreements for Products of Center Research Under the International Treaty: Proposals for a Common Policy*, addressed this situation and proposed that the Centers adopt a common policy.

Next Steps.

- The CDC Chair received the endorsement from the CBC and CDC for this ITGRFA common policy proposal, and asked that all Centers take the necessary steps to ensure that this was endorsed at the Center level.
- He thanked Cary Fowler and Emile Frison for their work on this, and asked that the Committees be kept informed as the Material Transfer Agreement process moved forward.

The CBC briefed the CDC on recent developments and discussions of the CBC in the planning and execution of a new *CBC Board Orientation Program*. Alex McCalla reminded the group that a Board Orientation Program existed prior to 2001, and was operated by the CGIAR Secretariat. The program fell dormant in 2002-2003, when last October, the CBC decided to reinstate and operate the program, placing special emphasis on the curriculum. Together with the Institute of Directors (IoD) in London, they assembled a draft proposed program, which was held in London May 3-4, 2004.

The CBC proposed to the CDC that three sessions be held over the next year and a half: one prior to AGM04, one next March, and one in conjunction with the May meetings of the CBC/CDC in 2005. They planned to continue to work with IoD, but debated possibly extending the session to two and a half days, with a greater focus on fiduciary responsibilities. The proposed number of participants would be up to 40 people per each training session.

Finally, the CBC and CDC reviewed their next steps in response to the drafting of the *CGIAR Charter* and received the collective views from the Committees for the Chair's responses at *ExCo VI*.

John Vercoe said that the CBC recognized the CGIAR Charter as a serious document, as it would set the functions and operations for the CGIAR as a whole in place. He said that

the CBC felt it important to clarify the relationships listed in the document, and maintain the central focus for the System as the Centers.

- A CBC working group was formed to undertake a major surgical job on the second draft, which they would ask the CBC Chair to table at ExCo.

With respect to ExCo VI, several speakers stressed the importance of raising the issue of the performance indicators as well as reflections of the recent discussion on the CGIAR Charter.

Under *Other Business and Future Meetings*, the Committees attention was drawn to the fact that a plan had put in place by Monsanto to patent an Indian wheat landrace that was related to the gluten quality of wheat flour. The case was currently in court in Europe. If allowed to continue, Monsanto could be allowed to block the genetic make-up, with the absence of gluten in certain genes.

Margaret Catley-Carlson, stressed that there was some urgency to this matter, and asked how the CGIAR would respond. The CBC Chair asked that CDC take a close look at this, as whatever decision was taken would affect the public goods nature of the work of the Centers. Another speaker emphasized that anything the CGIAR did, should be done in conjunction with the FAO.

Next Steps.

- Ron Cantrell, as Chair of the Intellectual Property Sub-Committee for the CDC, offered to look into this and suggested calling on the services of CAS as well.
- Some discussion was given as to whether Monsanto had filed, or was being considered for membership to the CGIAR, as members expressed concern as to what this might mean.

Agenda Item 1. Opening Remarks and Approval of Past Minutes and Agenda.

The Chairman of the Center Board Chairs (CBC), Uzo Mokwunye, and Chair of the Center Directors Committee (CDC), Kanayo Nwanze, opened the meeting welcoming new Board Chairs, Jim Jones (CIAT) and Keijiro Otsuka (IRRI), and Vice-Chairs Don Koo Lee (CIFOR) and Joy Kwesiga (IITA). The CBC Chair mentioned that regretfully Isher Judge Ahluwalia (IFPRI) and Mort Neufville (IITA) were unable to attend.

The CDC Chair welcomed Stephen Hall as the new Director General of WorldFish, and Meryl Williams, re-joining the CGIAR System in her new capacity as the first Executive Officer of the Future Harvest Alliance Office (FHAO). He mentioned that two DGs, Emile Frison (IPGRI) and Hartmann (IITA) were also unable to attend due to prior commitments. Both Chairs welcomed everyone to Aleppo and said that they were delighted to be at ICARDA.

The draft Summary Record of Proceedings from the joint CBC/CDC Meeting held October 25, 2003 in Nairobi, Kenya was approved, and the agenda adopted. The CBC Chair said that one item would be added to the discussion under Other Business, the issue of the recent patent taken out by Monsanto for hard red wheat in Nepal.

Agenda Item 2. Center Staff Compensation Study.

Bob Kearny introduced this topic, reporting that he and Kanayo Nwanze had just attended an Advisory Group meeting in Brussels, prior to coming to Aleppo. This was the second compensation study for the System in recent years. The first was conducted by Joan Joshi in 1999, and had come to be known as the Joshi Report. However, the earlier report was not circulated to all donors, and, although used extensively by some Centers, no systemwide response was made. Therefore a new study was put in place by the CGIAR Secretariat, via the hiring of the current consultants and the collection of a new data set.

Bob Kearney reported that he was impressed with the data presented in Phase I of the study, and said that all Centers had submitted information, which would be useful in terms of determining how benefits and policies related to each other across Centers and would prove useful, particularly in light of the Challenge Programs and other joint activities. He said that the consultants demonstrated a high degree of competence and he was confident the next phase of the study would provide comparable and comprehensive data.

Copies of detailed outcomes of Phase I were presented to the Advisory Group, but being very confidential, were collected at the end of the meeting. Distributed during the CBC/CDC meeting was the Overview of Survey Results, which was scheduled to be discussed during the next week's ExCo meeting in Montpellier, France. He added that each Center would receive information and a summary of details collected for their own Center.

The CBC discussed this information during their meeting the day prior and agreed, given that comparator data from other organizations was not yet available, it would be appropriate to keep the information internal at this time. He said when all Centers had

information and the summary of comparator organizations, a decision would be made on disclosure. It was agreed in the working group if ExCo were to request information, these should go directly to individual Centers. Once Phase II and the comparator organization information were made available, it would then be up to the CBC as to how to work towards common policies.

Kanayo Nwanze added that the table including information on the Secretariat staff was not made available to the working group, although the ToR for this study did include the Secretariat. He raised this issue during the meeting and received the response from the consultants that the information could not be divulged without revealing individual's salaries.

Discussion highlights.

Some discussion took place on the background and history of the original report, done in 1999, and questions were raised as to why it had not received greater circulation, including submission to the donors. The response was that the 1999 report was commissioned by the CBC and CDC and overseen by the CDDC. Apparently full access to the report was not given, however, some donors did receive it (probably only those who had provided comparators for the data set).

- Statements were made that if this new study were to be comprehensive it should include information on the SO and Secretariat staff in addition to others within the System. Bob Kearney said that if instructed to get this information, he would work to do so.
- The cost of the current study was US\$ 67K at its present stage. The budget for the entire exercise would come to the Advisory Group shortly.

The CBC Chair noted the new study had new ownership and the outcome would be distributed to constituents beyond the CBC/CDC. The hope was that this new information would help the Centers in developing new policies of use and value to the CGIAR. He said that the CBC would wait until further information was received, and would look forward to how it could best be used.

Next Steps.

- Bob Kearney and Kanayo Nwanze, as members of the Advisory Group overseeing the Compensation Study, would continue to keep the CBC and CDC informed.
- The Committees would look forward to receiving information from Phase II of the study (comparator organization information). When available, the CBC would move forward towards developing common policies across Centers.

Agenda Item 3. Working Group on Performance Measurement.

This discussion was led by Jim Jones, who had represented the CBC at a recent meeting held in April in Washington, D.C. of the Working Group on Performance Measurement (WGPM). He represented Mort Neufville, who was on this committee, but was unable to be

present. Likewise for the CDC, Frank Rijsberman attended part of the meeting on behalf of Adel El-Beltagy who was attending the ICARDA Board Meetings that same week.

Jim Jones distributed the second draft of *A Plan for Designing, Developing, and Implementing a Performance Measurement System for the CGIAR* (dated April 27, 2004). He highlighted the information found in the document with regard to Performance Measurement in the System in the context of integrated planning in the CGIAR and the proposed plan for implementation.

Jim Jones said that the indicators provided by the CDC in January of this year were used by the World Bank (WB) to allocate 12.5 percent of their budget. He mentioned that the WB had provided equal weighting in the ranking for the indicators, which was a rather weak form of valuation. However, he said that the indicators from last year would be slightly revised and used again. He said that the process of developing greater input into the development of indicators from the CBC/CDC and Science Council would take time, and would not be completed by the time of the next allocation. He said that two categories were discussed: those relating to potential to perform and those relating to the results of the work of the Centers.

He reported that a group would be assigned to develop each of the assigned areas, and would include outputs and impacts as well. Under the potential to perform, he said the SC and CDC would be asked to do all but develop the indicators on governance and institutional health. The CBC working group would consist of Mort Neufville, Keijiro Otsuka, and himself.

The meeting in Washington D.C. focused on evaluation. This was critical as the equal weight across all indicators was not deemed acceptable. He said Per Pinstrup-Andersen was also present at the meeting and suggested that the valuation should be based on the setting of milestones against certain indicators. This would allow each Center to develop their individual milestones and indicators.

The time table for this work would include: 2003 (test year), 2004 (pilot) and 2005 as the first year for implementation. He said the WGPM would next meet in September and planned to present their plan forward at AGM04. From November to January, they would work on the online data collection form to help continue the process.

Discussion highlights.

Discontent was voiced on the part of the DGs at the lack of weighting that seemed to occur this year, and there was discussion as to whether or not a formula was used. If the Secretariat used a formula, speakers said that they would like to have this information shared with the Centers.

- Speakers were pleased to see the next version of the paper included output orientation as well as input, but said that they would like to receive feedback for the information provided in January. Others raised concern with the

- standardization and how this information would fit with the MTPs and the audit process.
- Another speaker stressed that the concept of performance measurement, as laid out in the report, was out of balance for a system focused on poverty reduction and hunger alleviation. He cautioned against playing up performance indicators that did not capture performance towards the designated goal, and in the end might divert the System. He emphasized that the performance indicators should be accompanied with narratives, so as not to be misinterpreted.
 - Speakers realized the use of performance indicators were now a “done deal” and a process that the CBC and CDC must focus on to improve. In addition, speakers stressed the need for broad donor agreement, so that this process would not be performed over and over again. The CDDC had worked on this as well, and the sub-committee report from Dyno Keatinge took into account the broader overview.
 - One DG stressed the need for a reasonable period of time needed to collect the information before it was presented. The results this past year measured a Center’s capability to respond quickly, and said that by January of each year, many did not have final data to submit.
 - A CBC member stressed the need for input indicators across all partnerships within the System, including the donors. Performance indicators should look at the entire System, including the performance of donors, he emphasized, and not just Centers’ outputs.

The CDC Chair said in closing that it was understood a performance measurement system would now be put in place. The CBC and CDC must now continue to remain well positioned to articulate their concerns and to contribute within the working group. He said that the Science Council would also play a vital and welcomed role.

Next Steps.

- The CBC group (Mortimer Neufville, Keijiro Otsuka and Jim Jones), along with the designated CDC representative (Adel El-Beltagy) would continue to participate and interact with the Working Group on Performance Measurement and inform both committees as the process moved forward.
- Both the CBC and CDC would continue to work with the SC to ensure that the culture of performance management within the System would include both inputs and outputs, and view the System in a holistic fashion.

Agenda Item 4. Working Group on Challenge Programs.

The CBC Chair asked Eugene Terry to introduce the next topic. Eugene Terry said that a CBC working group (himself and Remo Gautschi) was named at the end of the Nairobi meeting, with the CDC ExCom appointing Masa Iwanaga and Adel El-Beltagy to join from the CDC. Due to time constraints, the working group had not had the opportunity to determine their Terms of Reference. The CBC proposed during their first day of meeting at ICARDA

that Remo Gautschi be named the convener of this group, and in turn work to develop the ToR and timeframe for reporting back to the Committees.

Discussion highlights.

The CBC Chair asked for and received endorsement from the group that Remo Gautschi serve as the convener for the working group. The CBC Chair added that this was an important issue and would be in front of ExCo VI, and on the docket for AGM04. Therefore, he requested that the work be expedited, in order to contribute to the development of the Challenge Programs.

Remo Gautschi accepted and said that he would convene a meeting of the group while still in Aleppo and would propose a timeframe to keep the group informed via email correspondence. He requested the CBC Executive Secretary circulate a report IWMI produced for the CBC, which highlighted their experiences to date on the first CP.

Next Steps.

- The CBC and CDC endorsed Remo Gautschi as the convener for the joint Working Group on Challenge Programs (other members include: Eugene Terry, Masa Iwanaga and Adel El-Beltagy).
- The working group would develop the ToR and propose a timeframe for their anticipated work and progress to be circulated to the Committees via email.

Agenda Item 5. Global Open Agriculture and Food University (GO-AFU).

Joachim von Braun presented an update to the group, in follow-up to discussions held in Nairobi. He reminded the group that the CGIAR decided to focus on this topic as a means of addressing the major capacity constraints found when moving from research to action in all areas of the Centers' work.

He provided an overview of what had changed with the document which included:

- The proposal had been substantively revised and now focused on capacity strengthening of open universities and other delivery programs (focused on Master's level work in agriculture).
- The GO-AFU would not grant degrees.
- A phased approach was proposed, in order to start small and grow from existing partnership arrangements.

He reported that the Centers' working group of experts had continued their work since Nairobi through an extensive e-dialogue and now wished to launch the program at IFPRI in August via a workshop, co-sponsored by the CGIAR and the World Bank. The meeting would include partners from developing countries, as well as FAO representatives and potential donors.

Joachim von Braun added that the CDC reviewed the program's progress and suggested the program move forward and formed a support group of five CDC members (Carlos Seré, Willie Dar, Joachim Voss, Adel El-Beltagy and Joachim von Braun) to interact with the expert group from the Centers who had steered the process thus far, and provide continued guidance as the program evolved.

Discussion highlights.

- The CBC was in general agreement and support of the program. A question was raised as to what role was envisioned for traditional universities.
- There was strong support that the process remained demand driven. Other open universities existed, but did not focus on agriculture. Secondly, there would be an important role for participation from established universities from both the North and South.
- The program would be established as an open source institution, which meant that the CGIAR Centers would also participate with the training materials formulated from many years of training expertise, and would remain carefully governed by the CGIAR.
- The group was reminded that the concept of open universities or “e-learning” was moving extremely fast around the world, and improving in terms of quality and number of student's engaged.
- A question was raised as to whether the U.N. Universities would play a role, and the response was yes, discussions with the several universities had taken place and would continue (including the University of Norway, UNESCO and the UNU).

The CDC Chair closed the discussion and thanked Joachim von Braun for news of the exciting developments underway.

Next Steps.

- The CDC Chair asked that the Committees be kept informed as the August workshop program was finalized and next steps for the GO-AFU unfolded.

Agenda Item 6. System Office and Future Harvest Alliance Office (SO/FHAO).

Meryl Williams, as the newly appointed Executive Officer of the Future Harvest Alliance Office, (beginning May 1, 2004) reported to the group that CDC discussed the tasks of the EO the day prior. She hoped that her work would support not only the work of the CDC but also that of the CBC as well. An annual workplan for the unit would be approved during the October meetings, and would look to the 2005 workplan to lay the groundwork for a three- to four-year strategic planning exercise.

The day-to-day operations of the FHAO would be overseen by the CDC Chair, and the CDC would look to the EO to establish a constructive working relationship with the CGIAR Secretariat, the Science Council and the SC Secretariat (once up and running).

The immediate work priorities for the EO and the FHAO would include:

- Help the CDC to operate more effectively. Programmatic and structural alignment would be one of the critical priorities areas for this year.
- For the time being, the CDC decided that they did not want the EO to engage in line management of the SO units, but the concept would remain in the ToR developed earlier.
- The FHAO consisted of a two person office of two part-time people (the CDC Executive Secretary, and the FHAO Executive Officer), who would develop a joint workplan and function as team to help support the work of the CDC, CDC Chair and the ExCom, as well as the Centers' overall.

The CDC Chair said that he hoped the CBC would join the CDC in endorsing Meryl William's appointment and in welcoming her back as the Executive Officer.

Discussion highlights.

The CBC Chair said he could understand how two part-time positions might not be considered sufficient in the future for the work load required, but welcomed Meryl Williams' return and the newly organized FHAO. He said that the CBC did discuss the type of help required, and was pleased to know this was taken into account by the EO. One topic mentioned was the need for additional help in the analysis of the performance indicators and data produced, and said that they welcomed further discussions, once priorities and workplans were established.

The CDC Chair thanked the CBC for their willingness and desire to see the work of the FHAO go forward, and said that the details would be worked through with the establishment and mobilization of the FHAO's workplan.

Agenda Item 7. Update on the Task Forces for Programmatic Alignment (TF-1) and Organizational and Structural Alignment (TF-2).

The CBC Chair said that the next discussion would focus on the work of the Task Forces and their committee members, put in place by the CGIAR during AGM03. He asked Margaret Catley-Carlson to provide the introduction.

Margaret Catley-Carlson said that the work of the Task Forces would reflect on years, if not decades, of considering how the Centers should best align themselves, in terms of offices, staffing, partners, etc. She said the exercise was discussed at length during the recent ICARDA Board meetings, where it was interpreted that although this study focused on Sub-Saharan Africa, the outcomes would have significant reverberations throughout the System.

The CBC Chair said that the group was happy to welcome Per Pinstrup-Andersen as not only the new Science Council Chair, but also the co-chair of the Task Force for Programmatic Alignment (TF-1).

Per Pinstrup-Andersen said that he was pleased to be a part of the joint meeting of the two Committees, and stressed that this was the right time to have this discussion, as the next opportunity would be in October, when a good portion of the work would already be done or well underway. He said he wanted to use this time to listen to the advice of the CBC and CDC, and agreed that this exercise would need to be executed correctly, as it would have a major impact on the rest of the System, and most likely be repeated in other regions. The key was to ensure that form followed function, as the two Task Forces simultaneously began their work.

The Task Forces would meet together in Rome the end of May, to further clarify their ToRs and ensure greater cohesion. He stressed that this exercise was not an activity of the Science Council, but was rather organized by the Secretariat. He said Eugene Terry would join TF-1 as a full time consultant beginning August 1, 2004. The goal was to have a draft final report (or a strong progress report) by AGM04. Manuel Lantin, from the CG Secretariat would serve as backstop for TF-1.

Audioconference discussion highlights.

The two committees were joined by audioconference with the Co-Chairs for the Task Force on Organizational and Structural Alignment (TF-2), Moise Mensah and Hans-Jochen de Haas, from Germany, where they were meeting with resource persons for TF-1; Paul Harding, Lucas Brader and Selcuk Ozgediz. Note to Committees: For more information on the Task Forces, including membership and ToRs, please go to: <http://www.cgiar.org/exco/exco6docs.html>

The Task Force Chairs said that they were delighted to be able to speak with the two Committees and tap their collective wisdom. They said it was their intent to produce a report that would be user friendly and useful for the CGIAR's partners in Africa.

- One speaker asked that the Committees be kept informed of the conceptual framework of the two Task Forces. He stressed that they were tasked with a highly complex set of issue which included a) optimal scale, b) optimal distribution of agricultural research over space and c) programmatic areas, none of which was trivial. Given the complex agro-ecologies of Africa, it was particularly important that the framework take these issues into account. He believed the conceptual framework should be shared early on to stimulate fruitful input from the Centers. As the CGIAR addressed optimal scale and distribution in Africa, it would be important not to miss the global context, as a key dimension in the framework. In this regard, the global context would also mean the intelligent transfer of technology.
- Another speaker expressed concern that areas such as Forestry, Fisheries and Policy (where Centers tended to work with different partners from those of the Centers focused on commodities) would not be left out of the planning and focus of the Task Forces' work.
- The issue of the increased move toward poverty reduction within the System was mentioned, and a speaker asked if the Task Forces would address poverty density and the distribution of poverty, as one of its instruments.

Per Pinstруп-Andersen asked the Committees how far the work of the Task Forces should go in setting a research agenda in SSA.

- Speakers answered that agricultural production by itself would not lead to poverty reduction without proper governance and political stability in place. They emphasized the need for the Task Forces to look at the bigger picture, but given the time pressures, agreed they were likely to accomplish only a preliminary approach.
- Others wished to see the Task Forces cut across the rigidity of boundaries to address regional and sub-regional activities. They stressed the need for a pragmatic approach, and one that would connect the poor to the benefits of agricultural research.
- The CBC Chair warned that that the Task Forces should not attempt to set the agricultural research agenda, as that was FARA's job and would not be well received. The CDC Chair added that it was important to view the regional work in the context of FARA, ASARECA, CORAF and SADC/FANR, in order to ensure that there was congruence in the process, and in order to determine if the CG was working well.
- Others agreed and said the starting point should be with African organizations and their identified priorities. From there the Centers could define what their role would be in helping African organizations reach their objectives.
- Speakers requested that the consultation process include the Centers' regional coordinators, as they were the leaders of the CGIAR's work, and had held previous meetings (such as the Meeting of the Minds) to further this work. They stressed the importance of linking CGIAR governance in the region to greater ownership of the CGIAR's programs by their local partners.

The Task Force co-chairs stressed that the Task Forces would also look at the end users, to see how the small farmer or the rural worker was impacted, in order to know what effect the Centers could have on poverty reduction. The Task Force Chairs agreed that the process should be demand-driven and set priorities according to what was already in place.

Hans-Jochen de Haas asked how their work would be viewed by the private sector. Eugene Terry answered that the climate was very good at this point in time, as the private sector was very open to this type of dialogue. He stressed the importance of bringing the private sector into the conversation, as they had an important role to play.

The CDC Chair said it was important to recognize developments within the last few months in SSA, that included a well documented and articulated strategy of SSA under NEPAD, entitled the *Coordinated African Agricultural Development Program*. He said the document called upon the CGIAR to contribute to the achievement of goals, clearly addressing poverty reduction in Africa. He added that FARA was working within the CAADP framework.

The recent work underway in South Africa by USAID was mentioned, along with a U.K. International Commission that would look at Poverty and Hunger in Africa and address the question why after 20 years of the program Live Aid, problems continued to persist. Speakers stressed the need for the various Task Forces to coordinate their efforts, so as not to reinvent the wheel or overload efforts and resources.

In closing, Margaret Catley-Carlson thanked both the Committees and the Task Force members in Europe, acknowledging that the discussion served to underline the complexity of the work ahead. The group acknowledged an ambitious timetable and reiterated their support and desire to work with the Task Forces in their efforts. The issues between poverty alleviation and agricultural research goals would need to be studied carefully.

Agenda Item 8. Joint Meeting with Per Pinstrup-Andersen, Science Council Chair.

The CBC Chair welcomed Per Pinstrup-Andersen in his capacity as Chair of the new Science Council (SC). Per Pinstrup-Andersen said it was great to be back with this group and presented the Committees with an up-to-date reporting of the current logistics and make-up of the new Science Council. He said that he hoped to have identified and hired the Executive Director by the end of May or early June, and reported that 114 people had applied for the position.

The SC Chair stressed his desire to create an inclusive approach to SC meetings and interactions with System partners. He said he wanted to speak openly with donors, CBC and CDC, but would work to maintain the independence of the SC. He reported that many of the SC meetings would be open, and encouraged others to participate. He said they would make every effort to earn the respect of the group, but realized they would not always make the most popular of decisions. He said the SC would develop a five-year work program that should be close to completion by AGM04.

The preliminary work program for the SC and its Secretariat (2004-2005) was included in the meeting binders. He said that they would focus on three areas:

- Help the System develop coherent research priorities by focusing on a small number of critical problems that the CGIAR can help solve.
- Define and explore how to better integrate performance measurement.
- Formulate forward looking priorities, identifying the emerging issues within the research focus.

He emphasized the need to build-in flexibility within the Center's work priorities, and said that he hoped to see 10-20 percent of the priorities identified going into exploratory research, as it was important to maintain proper incentives for good and innovative research development. He suggested that the System move away from a Center-specific organization to more program organization, while still maintaining clearly identified objectives, governance and management structure. This would be similar to the Challenge Programs concept, but with priorities managed by the existing governance structures in place.

Discussion highlights.

- The governance structure of the Challenge Programs was raised, with the SC Chair stating that there was a need to revisit the lessons learned and reduce transaction costs. He added he was concerned with the competitive bidding approach used. He

stressed the need to first determine priorities and then discuss structure, not the other way around, in order to avoid creating a new layer of organization, governance, management, monitoring, etc.

- Annual monitoring and uniformity. He said that uniformity would be difficult to produce, as the Centers all did different work. Given the alternative, he said the System would be better off making the log frames and MTPs work, rather than developing something else. He stressed the importance of setting goals and milestones that could then be achieved and reported.
- Some discussion was given to whether it was the role of the SC to allocate funding, as some DGs said they would like to clarify who would develop these guidelines. The SC Chair answered that he did not want the SC to allocate resources, as then their work would become political, rather he wanted the SC to exercise the power of persuasion in setting research priorities.
- One DG suggested that he would like to see a log frame developed for the entire System and the MTP process to provide both coherence and efficiency. The SC Chair responded that he would like this as well, and estimated focusing on 10-20 priorities.
- Another DG asked what was the rationale for a relatively small number of System priorities? The SC Chair said that this came from discussions with donors that they would like to see less and not more, by focusing financial resources on a small number of problems, leaving room for innovative work, and achieving what the Centers set out to do.
- With regard to uniform indicators, he did not think these should be developed. He wanted to work to change the image that the Centers had to recreate or reinvent themselves to fit the requests of individual donors. He said that this was something the SC could work to help change.
- The request was made that the CBC and CDC joint working group on Challenge Programs receive a copy of the preliminary report dealing with CPs from the Secretariat.

The CBC Chair thanked the SC Chair for coming to share his thoughts with the Committees and for a useful first discussion. He said that they looked forward to working with a strong, inclusive and transparent SC, and were delighted to have Per Pinstруп-Andersen in his new role.

Agenda Item 9. Gender and Diversity External Review.

The CDC Chair welcomed Teresa Fogelberg, Chair of the External Review Panel for the Gender and Diversity Review, along with Vicki Wilde, G&D Program Leader. He asked Masa Iwanaga, Chair of the Review's Oversight Committee to lead the first portion of the review discussion, before going into a closed session for final decisions.

Masa Iwanaga reminded the group that the CDC/CBC jointly decided to conduct the first external review of the Gender and Diversity Program during the meetings at IRRI in October, 2002. Specific terms of reference were discussed and agreed to following the CDC/CBC meeting in May, 2003. The CGIAR Secretariat, as a component of the System

Office, was asked to participate in the Oversight Committee as well. The Oversight Committee originally consisted of Angeline Kamba (Oversight Committee Chair), Masa Iwanaga and Francisco Reifschneider. In January of 2004, the Oversight Committee was modified to include Isher Judge Ahluwalia, who joined on behalf of the CBC and Masa Iwanaga assumed the position of Oversight Committee Chair. He said that the Oversight Committee checked the quality of the report, according to the ToR, and endorsed the report in terms of quality and fulfillment of its' objectives. Backstopping for the review was provided by the CDC Executive Secretary, Kerri Wright Platais.

The Panel consisted of Teresa Fogelberg from the Netherlands and Gelia Castillo from the Philippines, and was appointed to conduct the review from July through September of 2003. Due to unforeseen circumstances, the review was not ready to be discussed at the time of the CBC/CDC meetings prior to AGM03. However, Masa Iwanaga reiterated that the Oversight Committee was of the opinion that the review had profited from the additional time spent, and was grateful to both the Review Panel and the Gender and Diversity Program for their continued good work and cooperation in seeing the review through to completion.

He called the attention of the group to the major decisions needing their input, as listed in the meeting binder. The CDC/CBC's advice and guidance was sought for design of a new phase of G&D, in particular:

1. To review the findings of the G&D External Review and take decisions regarding its major recommendations, including consideration of the 'G&D Program response' and noting the few areas of disagreement.
2. To consider 'strategic options' for the organization and focus of gender and diversity work in the CGIAR. At this point in G&D's strategic trajectory, should the program continue as is, or was there a better way from the CDC/CBC point of view?
3. To support staff participation for design of a new 4-year action plan for G&D which would include a crucial series of exercises designed to help Centers set their own 1-, 3- and 5- year goals.

Review Highlights. Teresa Fogelberg said it was an honor to present the panel's findings, and said that she would focus on the major recommendations. She said the review focused on and reviewed four major elements from the program: documentation produced, study of the statistical baselines on G&D from 1999-2003, study of the G&D website, and personal interviews. She added the review was not only about the performance of the G&D program, but also about the Centers and their Boards achievements and results. In its' findings, the panel was interested to learn that 80 percent of G&D's financial and human resources went towards their work on diversity, rather than gender. (For a full listing of recommendations, please see the Executive Summary).

She said two general recommendations were made and included: 1) Extend G&D for a second period of four years, while understanding that organizational gender and diversity issues were inevitably deeply challenging, requiring concerted effort and dedicated resources over time, and 2) Continue to host G&D at the World Agroforestry Centre in Nairobi. As the report stated, the choice of the World Agroforestry Center had proven to be very strategic.

With respect to the programmatic recommendations, the report found that diversity and gender were, and should continue to be, treated as equally important fields. The panel recommended that the demand-driven approach continue. The panel recommended that an increase in the level of accountability by Center management and boards take place and listed specific measures as to how accountability could be raised. The report also specified that G&D should guard its mandate and not take part in the grievance roles of individuals within the System.

Structural recommendations included: 1) G&D's title should be adapted to suggest focus on staffing, 2) Recruit a junior G&D expert, preferably from sub-Saharan Africa, to join G&D staff, 3) Two Centers per year to second a promising junior NRS or RRS staff member to G&D, 4) Intensify collaboration through strengthening of the G&D focal point system and establishment of a training program for focal points, to build in-house G&D capacity, and 5) Actively monitor current at-cost system of payment for G&D services and re-evaluate abolishment of the small grants program.

Response from the G&D Program. Vicki Wilde, Program Leader, said that the G&D Advisory Board was content with the findings of the review, found the process excellent and said that the program planned to pursue nearly all of the recommendations made. She said that she would now focus on the way forward and said it would be important to look ahead in order to determine when it was time to know that G&D's work was done, and could be taken over by the Centers.

She reported that an e-conference was held in April, with 146 CG staff members joining for discussion and providing their input and response to the External Review findings. She said that the program would now focus on how best to operate in the future, in order to widen and deepen its work. Some of the operational modes reviewed included the following models; 1) regional intensification, 2) functioning as a "seed bank" for the Centers (which was the current modus operandi, with the weakness of being too thinly spread), 3) global partnership model and 4) corporate services model (similar to SAS/HR and the Internal Audit Unit). Within the e-conference, she reported there was a strong reaction against this last model. Regardless of the path chosen, the emphasis would be on increased accountability, greater capacity building and the ability to empower staff, and particularly female staff.

Vicki Wilde reported that a Strategic Planning workshop would take place at IWMI in June, 2004 to further the dialogue and establish a strategic planning process for impact and goal setting, and help the Centers to set their own short term (one to three years) and longer term (five-year) goals.

The G&D would soon produce a new four-year strategy and workplan and would focus on acting on the majority of the external review recommendations, tapping staff members ideas and priorities, engaging leadership's advice on impact pathways and support for the Center's own goals. The new strategy would be launched at AGM04.

Discussion highlights.

Masa Iwanaga thanked both Teresa Fogelberg and Vicki Wilde for their presentations. The CDC Chair opened the floor for questions and comments.

- Several speakers thanked both presenters and said that their Centers had benefited tremendously from their interaction with the G&D Program.
- Questions were raised with regard to the Participatory Research and Gender Analysis Program (PRGA), and asked if the report had recommended a reduction in the collaboration of the two programs. Teresa Fogelberg responded that she was referring to the fact that gender analysis in agriculture needed additional time and attention, but did not mean for this to be interpreted in any other way than the two programs should continue to work together.
- Another speaker referred to the question raised earlier in the presentation, concerning how the CGIAR would know when the work of the G&D Program was finished? Would G&D issues revert to being mainly policy matters, and how would the Centers institutionalize G&D into the daily operations of the Centers? With the move towards performance indicators, effort should be placed into getting the G&D performance indicators ready
- Some speakers were particularly interested in the findings of the report that stated the number of female managers (though not scientists) had declined within the System (which was not the case for all Centers), and how could this trend be reversed? Another speaker asked for numbers in terms of staffing, and suggested that the annual assessment be linked to changes in diversity at the Centers, while acknowledging that it was often difficult to hire female managers to certain locations within the System.
- Other speakers echoed this sentiment, and said that they could not get enough women into the hiring pools, that they did not apply for the positions. The issue of spouse employment was also mentioned as important, particularly in the context of hiring qualified women. One speaker said he had reached the conclusion that the CGIAR needed to assess if it was a place where women wanted to work, and if not, what changes were needed in the culture of the System.
- Another speaker asked why the study did not pursue more strongly the links between the SAS/HR program.

Frank Rijsberman, Chair of the G&D Advisory Board, said that for IWMI, the program was in his opinion a low cost and effective program. In terms of SAS/HR, he did not think the work of the G&D program could be merged, or at least not in the short-term.

Both Teresa Fogelberg and Vicki Wilde thanked the CBC and CDC for their excellent questions, and for sake of a tight timeframe, would submit their answers to many of the questions raised after the meeting. They said the challenge was to position the CGIAR so that it could someday be the greatest place for the world's greatest scientists to work. In the short and long-term this would mean setting attainable goals, with the realization that proactive measures were needed.

The CDC Chair then asked that the group go into closed session, to finalize deliberations and take decisions.

- Frank Rijsberman said that the Advisory Board agreed with the review. They also agreed with the proposed continued support for four more years, if the group agreed and voted in favor of this recommendation.
- Speakers noted that several suggestions were made along the lines of assessment and performance. They suggested that cross referencing with the Compensation Study be carried out, as the data sets were most likely available that would be suitable for assessment, but would require full cooperation among the Centers to make the data available.
- With respect to the difficulties in hiring women and their presence or absence from the hiring pools, the suggestion was made that the investors and donors of the System be alerted to these difficulties, in that some of the uncertainty in job availability (and sustainability) was linked to the overall funding scenario for the System.
- Other speakers said that the necessity for the program should not be confused with the quality of its performance. He agreed that the program should continue, but wanted to see more quantifiable outputs made available. He said that the Centers should take responsibility, as should the Program, to increase the number of women leaders and increase diversity from other regions, such as SSA. Ultimately it was the Centers that must go the extra mile to prove that both gender and diversity were important in the staffing mix. A particular challenge would be to distinguish the performance of a program such as G&D and the performance of the Centers as a result of their own efforts, i.e., the question of attribution.

A speaker motioned that the program be endorsed for the next four years and that the G&D Board come back to the CBC and CDC at AGM04 with the strategic directions and plan (including a budgetary component). Another speaker added that the CBC and CDC also needed a list of what would be achieved and how the Program would measure their performance and achievements.

The motion was seconded. The CDC Chair in summary said that the group jointly agreed to fund the program for the next four years and asked that the Board come back at AGM04 with the budgetary component as well, as the CDC would like to review the cost implications. Clearly the need for the program, he said, was supported, but what was now needed was a clear plan forward, and determining how progress and results would be measured. He thanked Masa Iwanaga and the other members of the Oversight Committee for their work in this review.

Next Steps.

- The CBC and CDC jointly agreed to fund the next four-year phase of the G&D Program, and requested that the G&D report back to the Committees at AGM04 with a strategic plan (including budgetary components) on how to proceed. The strategic plan

should include outputs to be achieved and how to measure the program's performance and its' achievements.

Agenda Item 10. International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA).

Cary Fowler, IPGRI staff member, on behalf of Emile Frison, presented the next discussion topic and said that the Centers had a choice regarding what they wanted to do with the products from their research.

Documents were distributed to the joint Committees prior to the meeting that stated the International Treaty on Plant Genetic Resources for Food and Agriculture would come into force on 29 June, 2004. While the Treaty's standard Material Transfer Agreement would apply to distributions of material now held "in-trust," it was less obvious that the benefit-sharing obligations of the Treaty automatically applied to products of Center research, raising the possibility that the same genetic resources obtained with the Treaty's MTA could be obtained without it (e.g., through trials and nurseries).

The document entitled, *Benefit Sharing Provisions of Material Transfer Agreements for Products of Center Research Under the International Treaty: Proposals for a Common Policy*, addressed this situation and proposed that the Centers adopt a common policy. It also suggested specific wording that could be used as part of an MTA a Center might employ for distribution of its own research products. Care had been taken in formulating the policy statement and the draft MTA text to preserve the Centers' "freedom to operate" regarding research partnerships, application of IPRs, and distribution of research products. In summary, Cary Fowler said that the paper suggested that the Centers adopt a consistent approach, applying the terms of the Treaty in all relevant situations. Such a policy would demonstrate the Centers' commitment to the Treaty and avoid placing Centers in the dubious and risky situation of deciding for themselves when to apply and when not to apply the Treaty.

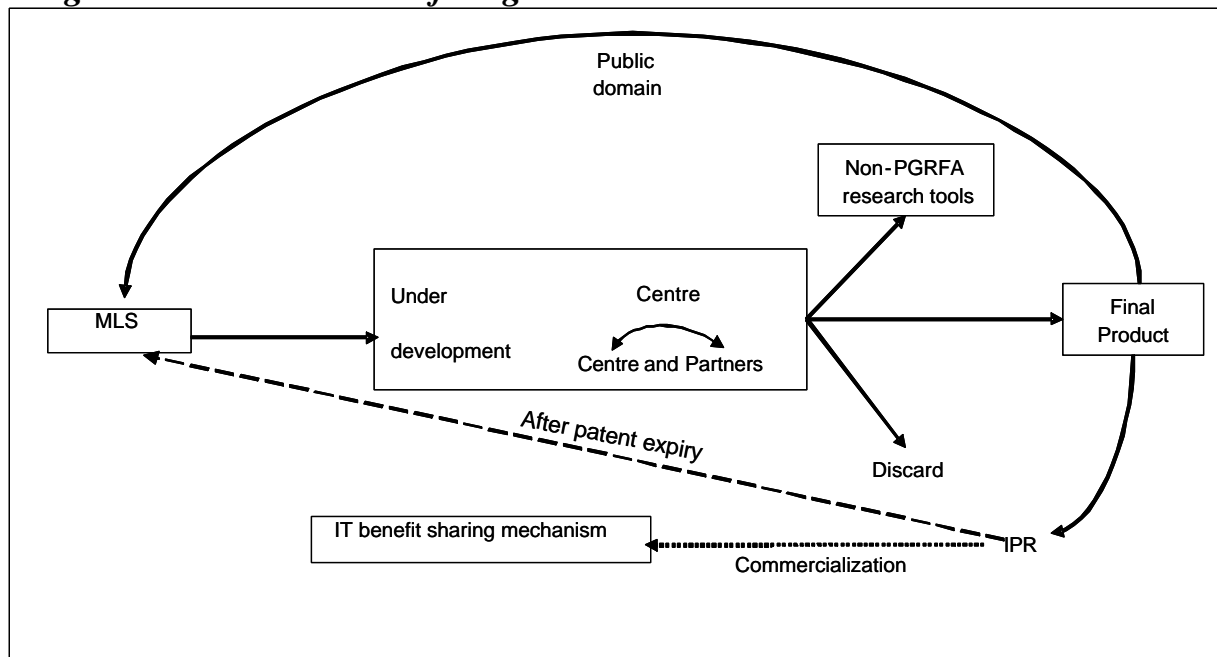
He said that the attached document was reviewed, discussed, and endorsed by the Inter-Center Working Group on Genetic Resources and by the Genetic Resources Policy Committee. If endorsed by the CBC and CDC, the policy would, *inter alia*, be announced at upcoming discussions at FAO on the subject of the standard MTA under the Treaty, and noted in a Statement that would be issued on the occasion of the Centers entering into Agreements with the Governing Body of the Treaty placing Center-held collections into the framework of the Treaty.

Discussion highlights.

- One DG said that his initial response was to stay clear of the political implications, but said the diagram (see Diagram 1) had convinced him otherwise. He said that the Centers needed to participate, in order to continue to use the products of the multilateral system and partake in the benefits sharing
- Another speaker asked if all Centers would use the interim MTA in anticipation of someday signing with the governing body under Article 15 of the Treaty.

- Other speakers said this was very helpful and asked what this would mean for forages and wild species, and if they would be excluded.
- The issue of non-designated material was brought up and a speaker asked how this would be handled.
- Other speakers noted that this was a very dynamic situation and said it was critical that the Centers receive good advice when making these decisions, as well as work to educate themselves as the process moved forward.

Diagram 1 – Material transfer agreements



Cary Fowler responded that the FAO Genetic Resources Commission would meet later this year and two things would happen within the governing body: 1) The governing body would approve the terms under which the CG Centers would join the treaty and 2) the exact content of the Material Transfer Agreements would be determined. He said that the interim MTA would be used until the Centers signed the new treaty (which would have the standard MTA) and everyone would then begin using the new MTA.

With respect to partnerships and plant breeders rights, the proposal before the group would not affect this. Currently under their own policies, the Centers could take out plant breeder rights, and this could continue. In the future, under the Treaty, there would not be anything termed designated germplasm, and at the Centers discretion, materials from plant breeding programs could continue to be put into the public domain. Management of plant materials would be easier and more flexible for the Centers, as they would no longer encounter difficulties associated with “de-designating” materials.

Cary Fowler agreed this was a dynamic process, and said that IPGRI would continue to help, and saw the acceptance of this MTA approach as helping to “take the Centers out of the

line of fire”. He added that the Treaty would not solve all political problems surrounding plant genetic resources, but would help the Centers stay on the right track.

The CDC Chair said that the Committees were asked to endorse the policy, recognizing that it would have implications for all Centers.

Next Steps.

- The CDC Chair received the endorsement from the CBC and CDC for this ITGRFA common policy proposal, and asked that all Centers take the necessary steps to ensure that this was endorsed at the Center level.
- He thanked Cary Fowler and Emile Frison for their work on this, and asked that the Committees be kept informed as the Material Transfer Agreement process moved forward.

Agenda Item 11. CBC Board Orientation.

The CBC Chair asked that Alex McCalla brief the CDC on recent developments and discussions of the CBC in the planning and execution of a new Board Orientation Program. Alex McCalla reminded the group that a Board Orientation Program existed prior to 2001, and was operated by the CGIAR Secretariat. The program fell dormant in 2002-2003, when last October, the CBC decided to reinstate and operate the program, placing special emphasis on the curriculum. Together with the Institute of Directors (IoD) in London, they assembled a draft proposed program. The CBC persuaded Francisco Reifschneider to help fund the pilot project and the cost of bringing the presenters to the meeting. For the pilot program Francisco Reifschneider and Selcuk Ozgediz also served as presenters. The Centers’ costs included the transportation and per diem of their participants.

The meeting was held in London May 3-4, 2004. Fifteen spots were reserved for participants and they were somewhat disappointed with a turn out of eight Centers represented and nine total participants. Alex McCalla said that the System had an average of 30 new Board members a year, with an average service time of six years, and said that it was time to proceed without haste with proper orientation training.

The CBC proposed to the CDC that three sessions be held over the next year and a half: one prior to AGM04, one next March, and one in conjunction with the May meetings of the CBC/CDC in 2005. The focus would be on Latin American board members in October, and geared to accommodate African and Asian board members during the other two sessions. They planned to continue to work with IoD, but debated possibly extending the session to two and a half days, with a greater focus on fiduciary responsibilities. The proposed number of participants would be up to 40 people per each training session.

Discussion highlights.

- One DG asked if there was sufficient demand to fill three courses, based on the fact that the turn out was disappointing for the pilot program. Alex McCalla answered that the

pilot program did not receive the attention it required, partly due to a lack of understanding of the urgency of the situation. The CBC Chair added that the CBC did not do its job in getting participants to the meeting, but that after this meeting, the program would receive nearly unanimous support.

- Another DG responded that he was in support of the program, but was not given sufficient time prior to the pilot program to organize his participants.
- The CDC Chair said that he was delighted to hear of the regional structuring for the future programs, and asked if the possibility of individual Board retreats were also discussed by the CBC.
- Alex McCalla answered that the Board Orientation Program would not substitute for the substantial programs still required by each individual Center for their own board members. Rather, this program would focus on the overall CGIAR. The CBC did discuss producing a set of training materials (such as videos or powerpoint presentations) that could also be used for individual Center orientation programs. They would also explore the idea of teams going from Center to Center as an alternative and said that they were open to exploring other options (particularly with Centers, such as the Africa Rice Center, who had a unique institutional organization).

The CBC Chair closed the discussion by wishing the working group good luck in the preparation of the next three programs, and said that Board Chairs would help keep CDC members informed as the plans proceeded.

Agenda Item 12. CGIAR Charter.

The initial draft of the CGIAR Charter was distributed to both the CBC and CDC earlier in the year, and had received their written suggestions and edits. A second draft of the document had been prepared, and would go to ExCo the following week for discussion. The CBC Chair emphasized that this document was not a legal document, but nevertheless important for the CGIAR to get right. He asked John Vercoe to brief the CDC on the CBC's plans to move ahead.

John Vercoe said that the CBC recognized this was a serious document, as it would set the functions and operations for the CGIAR as a whole in place. He said that the CBC felt it important to clarify the relationships listed in the document, and maintain the central focus for the System as the Centers. A CBC working group was formed to undertake a major surgical job on the second draft, which they would ask the CBC Chair to table at ExCo. Revisions included focusing the structure and governance of the CGIAR around three pillars: independent members, independent Centers and an independent Science Council. The CBC also included facilitating councils and other committees (such as ExCo, as the facilitating council) and the CBC and CDC, as the primary source of advice in terms of research programs, capacity, program activities, etc. They saw the role of the System Office as that of administrative support.

The CBC stressed in their re-drafting that it was important to view the System as an interdependent set of independent components, with important roles to play in ensuring that partnerships (rather than hierarchy) served as the basis for its' organizational structure.

The CDC Chair said that they were also concerned and had submitted their collective comments to the original draft, copying the CBC as well. He said during a March discussion with both Ian Johnson and Francisco Reifschneider, CDC members were informed that CODE was not in favor of seeing the CGIAR as having a legal persona, but did suggest there was potential for the Secretariat of having this status eventually. The CDC Chair said that it was very important to consider these implications.

Discussion highlights.

- Some discussion was given to the role of the Science Council, and where it would fit in the construct of independent and equal components. One DG asked to whom the Science Council would report, and mentioned he was concerned that they would be asked to report to the ExCo, rather than the CGIAR group.
- Similar questions were raised with respect to other stand alone committees such as the GRPC and the role of the Program Committee.
- One speaker said it was imperative that the CBC and CDC operate in concert, so that there was no discrepancy found in their comments.
- Some of the newer members to both Committees expressed concern that there was a perceived vacuum in the System and asked how the different roles of the two Committees could be better articulated or clarified, in order to help the Committees function more effectively.
- Several of the DGs said that they were grateful for the points raised and suggested that the CBC create an editorial committee that would re-write and re-edit the document. If this were submitted on the part of all Boards, it would be seen as a substantive revised version. The CBC Chair said that they had formed an editorial committee, and that another re-write of the document would be taken to ExCo (noting that the current version did not adequately reflect the changes submitted by either of the Committees earlier in the year).
- Another CBC member said that this was extremely important that the Centers be comfortable with the document, and if necessary ensure that donors and others know this, by stating whether the document would indeed be ready for discussion at AGM04.

The CBC Chair thanked the group for this discussion and assured them that the CBC would do everything in its power to see that the Centers remained independent, without losing their authority to anyone.

Agenda Item 13. Preparation for ExCo VI.

The CBC Chair led the discussion as to what the two Committees would like to see as the collective response from the CBC and CDC Chair at ExCo VI.

Discussion highlights.

- Several speakers stressed the importance of raising the issue of the performance indicators as well as reflections of the recent discussion on the CGIAR Charter.
- In the absence of his Board Chair, Joachim von Braun raised the issue IFPRI had encountered, with regard to the delay in the appointment of six Board members. He said that the current situation raised governance issues for IFPRI and delayed their ability to call on Board candidates. He asked the Board Chair to see that this matter be urgently addressed.
- The CBC Board Chair responded that Isher Judge Ahluwalia had written to him alerting him to the situation. He reiterated that he would not allow the Secretariat or ExCo to impose members on the Boards. With regard to the new database, until it was in place and functioning, the Boards should be able to continue to operate as before. He said that the CBC would attend to this matter, in its capacity to contribute to the new procedures to be put in place.

Agenda Item 14. Other Business and Future Meetings.

Margaret Catley-Carlson, ICARDA Board Chair, and Adel El-Beltagy brought to the attention of the group a discussion item featured during ICARDA's recent Board Meeting. They wished to alert the group to the plan put in place by Monsanto to patent an Indian wheat landrace that was related to the gluten quality of wheat flour. The case was currently in court in Europe. If allowed to continue, Monsanto could be allowed to block the genetic make-up, with the absence of gluten in certain genes.

Margaret Catley-Carlson stressed that there was some urgency to this matter, as another deadline was coming up and it was important to know how the CGIAR would respond. The CBC Chair asked that CDC take a close look at this, as whatever decision was taken would affect the public goods nature of the work of the Centers. Another speaker emphasized that anything the CGIAR did, should be done in conjunction with the FAO.

Next Steps.

- Ron Cantrell, as Chair of the Intellectual Property Sub-Committee for the CDC, offered to look into this and suggested calling on the services of CAS as well.
- Some discussion was given as to whether Monsanto had filed, or was being considered for membership to the CGIAR, as members expressed concern as to what this might mean. The group said that this would be clarified with the CGIAR Chairman and Director during their subsequent meetings.

Attendance of Meetings. The vice-Chair of the Board of IITA, Joy Kwesiga, read a statement submitted from the IITA DG, Hartmann, who was not in attendance at the meeting, regarding the decision taken by the CBC and CDC to not allow the IITA representative sent by Hartmann on his behalf to attend the meetings.

The CDC Chair responded outlining the course of emails that had taken place over the time leading up to and during the ICARDA meetings, and said that the CDC had made a decisions prior that a DG could send a representative in the case of emergency situations, which he said did not qualify in this particular case. The CDC Chair said that this was an issue of principles and not of personalities. The CBC Chair said that the CBC supported the action taken by the CDC. He asked that partnerships be honored and that this should be considered, particularly since the group met only twice a year.

AGM04. With respect to meeting in October, prior to AGM04, the meetings would be set during an email discussion, which would follow after the meetings.

Adjournment

With a vote of thanks to the Chairs and the Executive Secretaries, the meeting was adjourned.

Prepared by: Kerri Wright Platais
Executive Secretary, CDC

Caryl Jones-Swahn
Executive Secretary, CBC